3-TIER TRAINING and CAREE DEVELOPMENT PLANNING

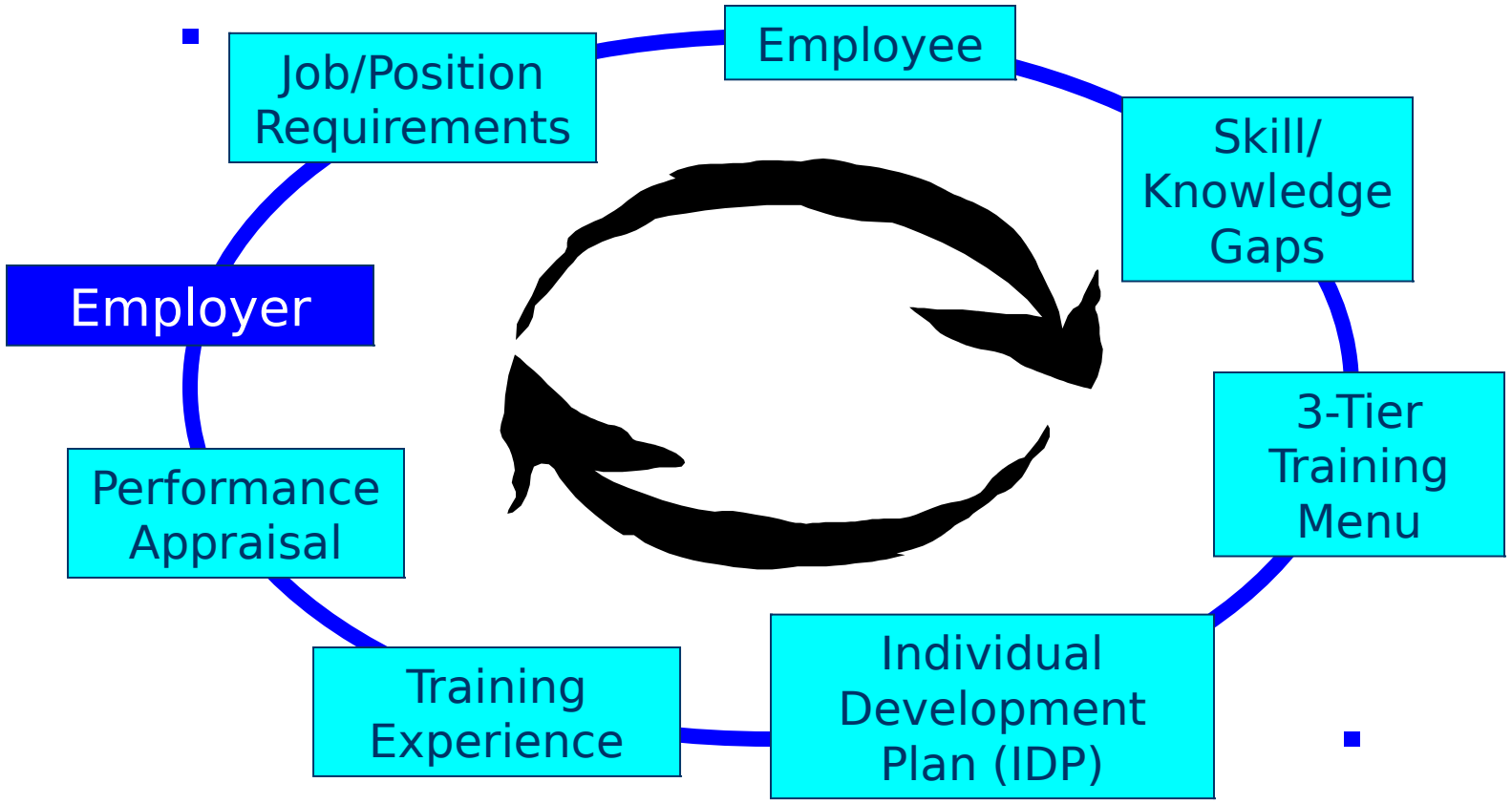
A career development guide for employees, supervisors, and managers

Continuous learning ~ a life-long journey!

What's here?

- Training Needs Model
- Important First Steps (employers)
- What Employer Needs
- What Employee Needs
- Performance and Behavior Gaps
- What Training Will Fix and Won't Fix
- 3-Tier Training Menu
- Individual Development Plans (IDPs)
- Performance Management
- Additional Information
- That's all for now…

Training Needs Model



Important First Steps (emplo

- Knowledge of what the organization and business unit wants, needs, and expects
- Knowledge of the rules, regulations, policies and practices (culture) affecting business operations
- Specified position/job requirements (clearly articulated performance and behavior standards)
- Widely distributed, understood and shared vision, mission and guiding principles
- Right hiring
- Effective and efficient human resource development and management

What Employer Needs

- Operational effectiveness / mission readiness
- Vision, mission, guiding principles, goals and objectives/direction
- Identified and articulated business outcomes
- Clearly articulated behavior and performance expectations (standards)
- People who can and will do the job – the right people, doing right things, at the right time, correctly
- People who behave appropriately
- Operational efficiency
- Business or operational success
- Accurate business data
- Valid business metrics

What Employee Needs

- Job/position-applicable skill, knowledge, ability
- Incentive and compensation
- Challenging, worthwhile, valued work
- Safe work environment
- Adequate tools, equipment, supplies and resources
- Clearly defined performance and behavior expectations
- Up-to-date, useful information
- Timely, consistent, predictable assessment and feedback
- Coaching, Counseling, Tutoring and Mentoring
- Opportunity

Performance and Behavior Gaps

- Position/job description
- Performance and behavior expectations
- Dynamic versus static
- Current skill, knowledge and ability
- Needed skill, knowledge and ability
- Talent
- Choice
- Incentive / Motivation

What Training Will Fix… And Won't Fix

Will only fix performance problems resulting from:

- Lack of skill / knowledge

Won't fix performance problems resulting from:

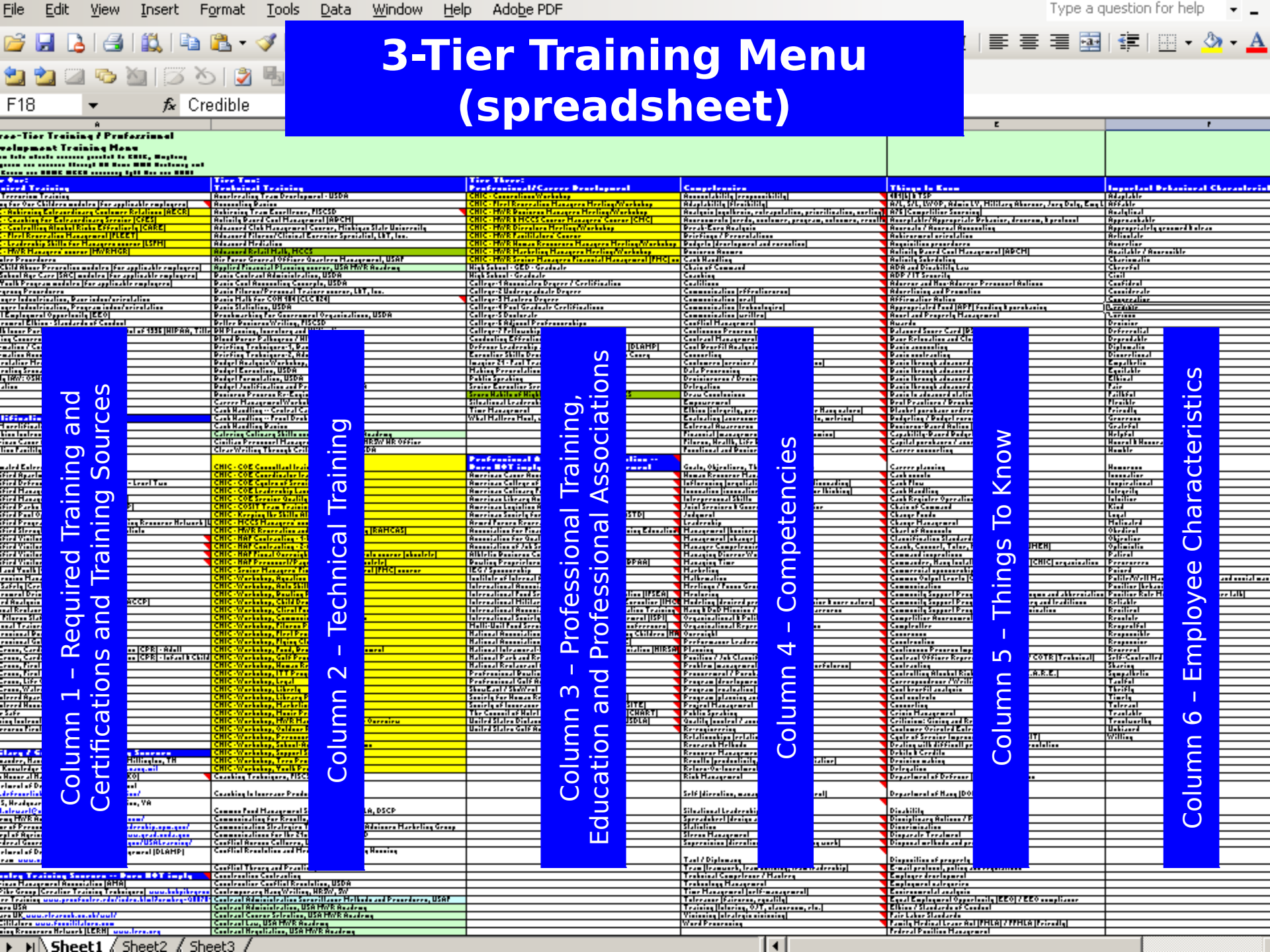
- Environmental or situational barriers
- Motivation and incentives
- Talent or choice

3-Tier Training Menu, page 1

- Column 1 – Tier-1: Required Training, Certification Requirements and Training Sources
- Column 2 – Tier 2: Technical Training
- Column 3 – Tier 3: Professional Training & Education and Professional Associations
- Column 4 – Competencies
- Column 5 – Things to Know
- Column 6 – Characteristics

Example of the 3-Tier Training Menu spreadsheet layout on next slide…

3-Tier Training Menu (spreadsheet)


File Edit View Insert Format Tools Data Window Help Adobe PDF
Type a question for help
F18
Credible
Sheet1 Sheet2 Sheet3
Column 1 – Required Training and Certifications and Training Sources
Column 2 – Technical Training
Column 3 – Professional Training, Education and Professional Associations
Column 4 – Competencies
Column 5 – Things To Know
Column 6 – Employee Characteristics

Individual Development Plans (IDPs)

- An employee/supervisor collaboratively developed document initiated and prepared by the employee's supervisor
- A written plan for developing knowledge, skills, and competency an employee needs or desires
- A way to organize and set priorities for learning and development experiences that will help an employee:
  - Improve their job performance
  - Manage their career development
  - Prepare for another job or position
  - Prepare for increased responsibility
- Annual completion required for ALL F&FR NAF employees
- Completion is recorded in SAP by the HR staff

Performance Management

Performance and Behavior Problems

Only Domain Training Can Influence

① Environment	② Incentive, Motivation, and Accountability
③ Skill, Knowledge, Ability, Attitude and Behavior	④ Choice and Talent

Hire Right!

Additional Information

- For more information, check out the Essential Management Competencies (EMC) and MWR Managers' desk references
- Individual Training Plan (IDP) *training nugget* at: http://138.164.10.95/trainingresources/trainingresources.htm
- 3-Tier Training Menu spreadsheet at: http://138.164.10.95/trainingresources/trainingresources.htm

That’s all for now…

It’s your career; it’s your future, and it needs your attention every day!

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